Improving Medical Performance (Change management)

Lecture 6

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Intended Learning Outputs

By the end of this session, participants should be able to:

- Identify & recognize Change Strategy
- Identify Steps Kurt Lewin & John Kotter Models for Change
- Identify & recognize how to deal with resistance to planning .

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Change Concept

- Any alteration occurring in the work environment.

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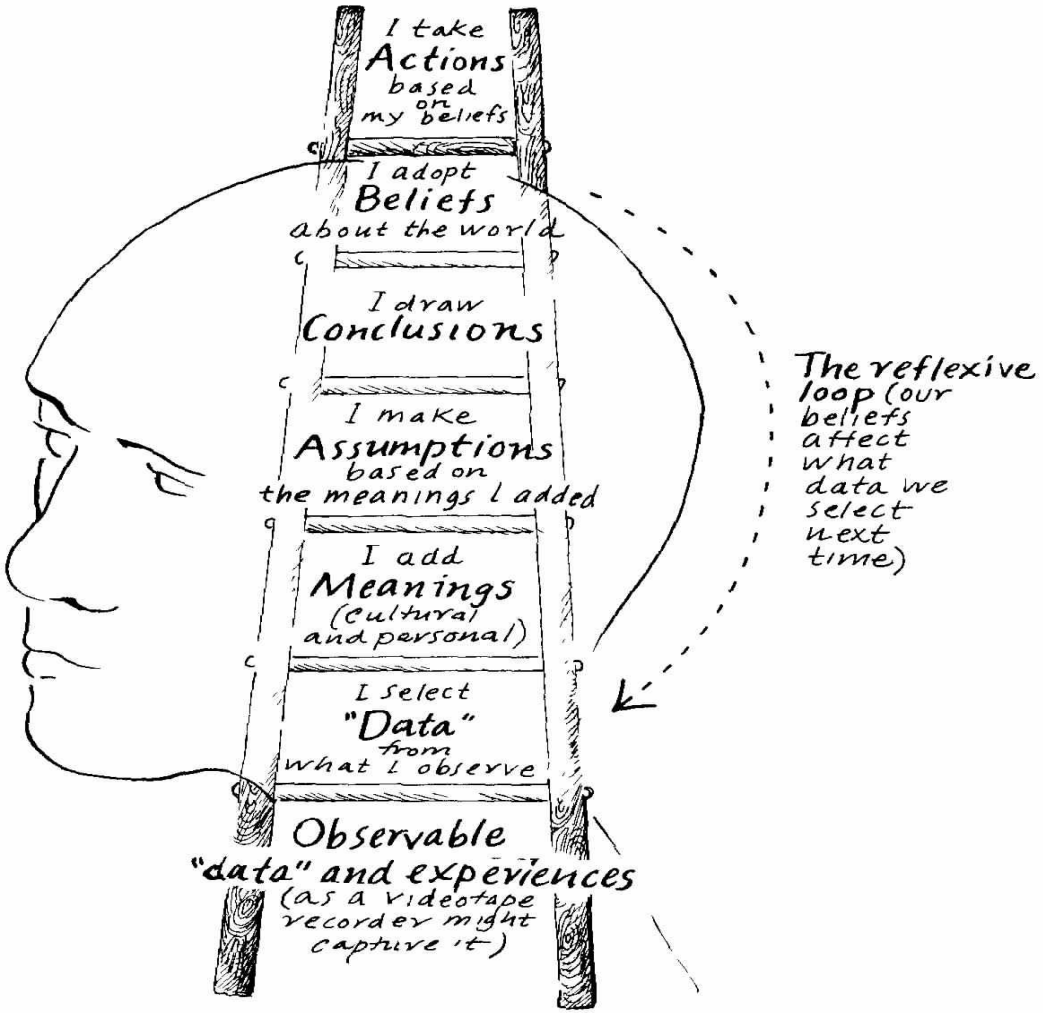

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Laws of Organizational Change

- **"People don't resist change; they resist being changed".**
- **<u>Involve people in all the change and improvement steps, asking:</u>**
  - **What do you think?**
  - **What do you fear?**
  - **What are your hopes?**
  - **What suggestions can you make**
- **<u>Listen to the people</u>.**

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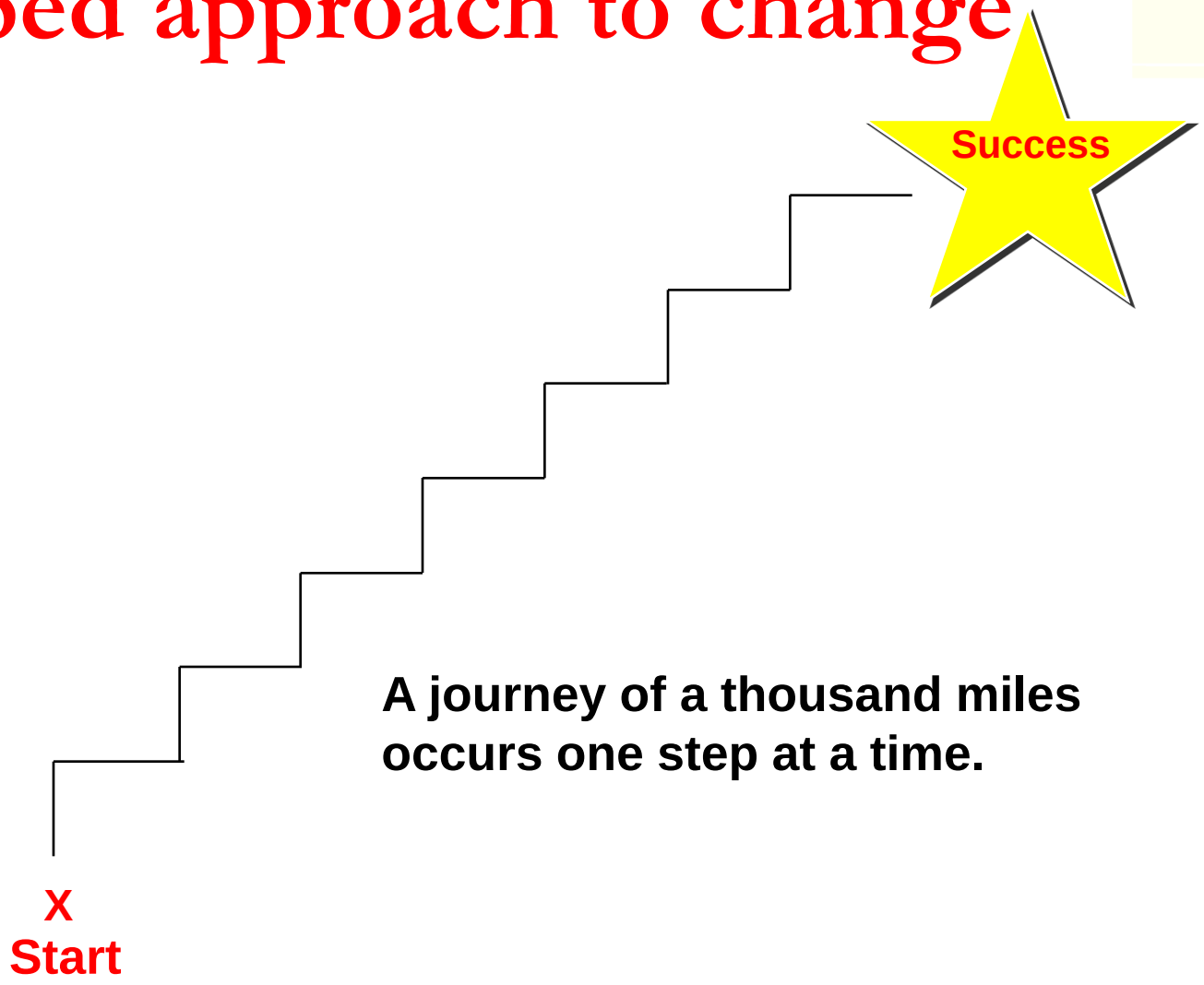
A stepped approach to change



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Phases for Change

- **Diagnosis**
  - Problem identification & analysis
  - Selecting solutions
- **1. Unfreezing**
  - Preparing for change
  - Generating ownership
- **2. Movement**
  - Implementation of change
- **3. Refreezing**
  - Institutionalizing (adopting) the change

Kurt Lewin

Figure 1. The Change Process

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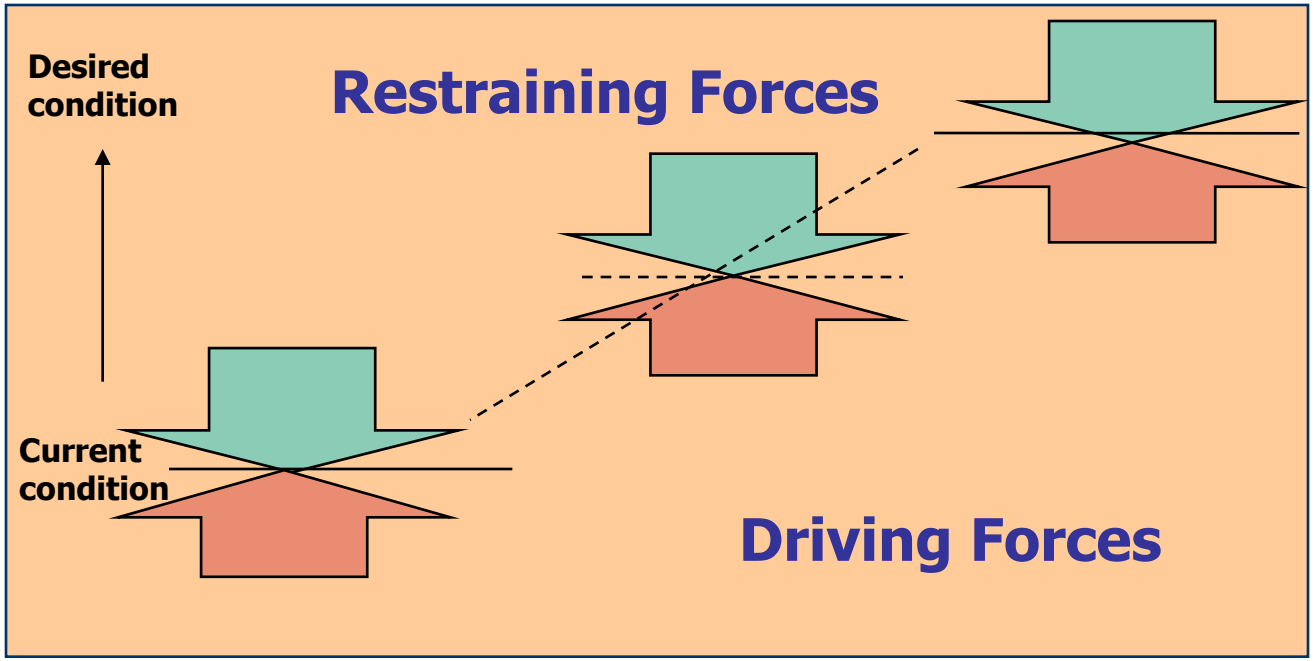
Lewin's Force Field Analysis Model



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Goal: Undergo organizational change

Driving Forces

- Please boss
- Eliminate problem
- Get pay raise
- Receive recognition

Restraining forces

- Fear of the unknown
- Unwilling to take risk
- Conformity to norms

Model of Force Field Analysis

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Three Categories of Change

Structure	Work specialization, departmentalization, chain of command, span of control, centralization, formalization, job redesign, or actual structural design.
Technology	Work processes, methods, and equipment.
People	Attitudes, expectations, perceptions, and behavior.

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Leading Change

John P. Kotter

Dr. Mahmoud M. El Damaty
AUC Instructor
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The 8 Stage Process of Creating Major Change

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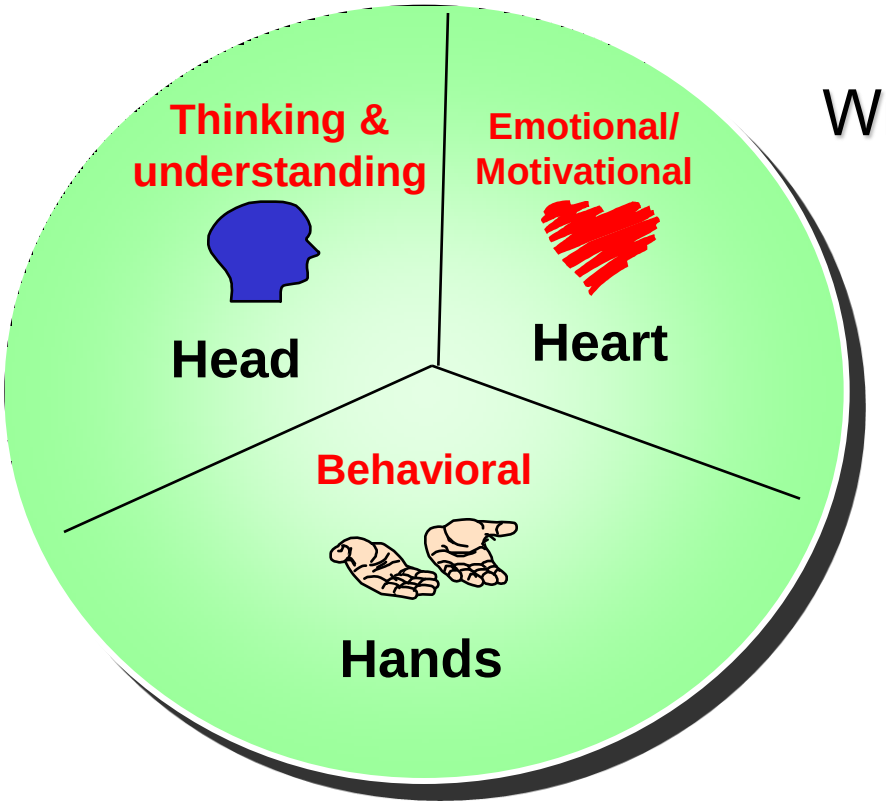
Individual prerequisites for change to occur

Why should I change?



What's in it for me?

What do I do differently?

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Strategy/change implementation

Arenas of Change / Stages of Change Management	Mind-set (Thinking/ Understanding	Motivation (Emotional/ Intuitive Dynamics)	Behavior (Capability)
1-Coming to Grips with the Problem"	Breaking the Conventional Mind-set and Generating a Picture of the Future	Dealing with Reactions to Loss and Creating the Will to Succeed	Changing Behavior and Developing Competency and Capability
2-"Working through the Change"			
3-Attaining and Sustaining Improvement"			

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Establishing a Sense of Urgency

- Examining the market & competitive realities
- Identifying & discussing crisis, potential crisis, major opportunities

Concepts:

- Create a crisis: highlight major weaknesses, allow errors to compound
- Force interaction with unsatisfied “customers, suppliers, shareholders.”
- “lost opportunities.”

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Creating a Guiding Coalition

- Putting together a group with enough power to lead the change
- Getting the group to work together like a team

Key Characteristics of Guiding Coalition:

- Positional Power,
- Expertise.
- Credibility,
- Leadership.

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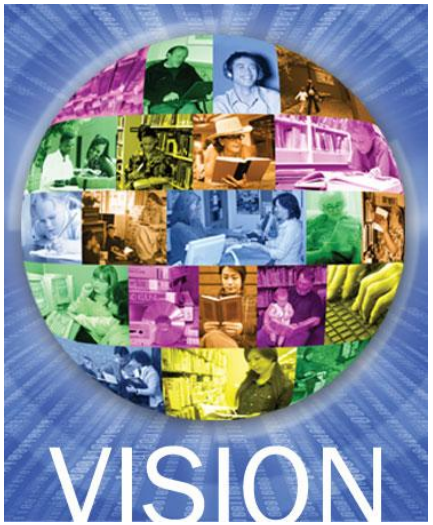
Developing a Vision & Strategy

- Creating a vision to help direct the change effort
- Developing strategies for achieving that vision

Characteristics of an Effective Vision

- Imaginable,
- Feasible,
- Focused,
- Flexible,
- Communicable.



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Communicating the Change Vision

- Using every vehicle possible to constantly communicate the new vision & strategies
- Having the guiding coalition role model the behavior expected of employees

Key elements in communicating the vision:

- Simplicity,
- Metaphor, Analogy & Example,
- Multiple Forums,
- Repetition,
- Leadership by Example,,
- Give & Take. .

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Empowering Broad-Based Action

- Getting rid of obstacles
- Changing systems or structures that undermine the change vision
- Encouraging risk taking & non-traditional ideas, activities & actions

Empowering People to Effect Change

- Communicate a sensible vision to employees.
- Make sure structures are compatible with the vision.
- Provide the training employees need.
- Align information and personnel systems to the vision.

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Generating Short-Term Wins

- Planning for visible improvements in performance, or “wins”
- Creating those wins
- Visibly recognizing & rewarding people who made the win possible

1. Provides evidence that sacrifices are worth it.
2. Reward change agents.
3. Helps fine-tune vision & strategies.
4. Keep bosses on board.
5. Build Momentum.

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Consolidating Gains & Producing More Change

- Using increased credibility to change all systems, structures & policies that don't fit together and don't fit the transformation strategy
- Hiring, promoting, & developing people who can implement the change vision
- Reinvigorating the process with new projects, themes & change agents

- More change, not less.
- More Help
- Leadership from Senior Management.
- People management & leadership from below
- Reduction of unnecessary interdependencies.

Source: Leading Change, John P. Kotter, 1998

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Anchoring New Approaches in the Culture

- Creating better performance through customer- & productivity oriented behavior, more and better leadership, & more effective management
- Articulating the connections between new behavior & organizational success
- Developing means to ensure leadership development & succession

Concepts:

- Culture changes come last, not first
- Results matter.
- Requires a lot of talk.
- May involve turnover.
- Makes decision on succession crucial

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People usually do not resist technical change ; What they usually resist is **the social change in human relations or working environment** that generally accompanies technical change

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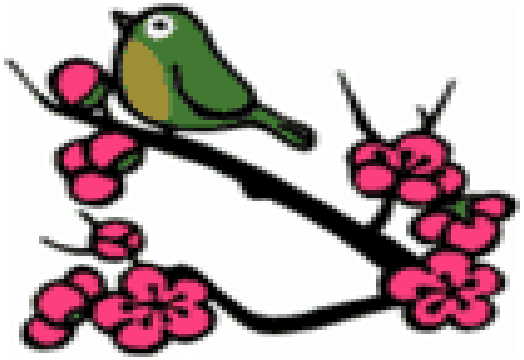
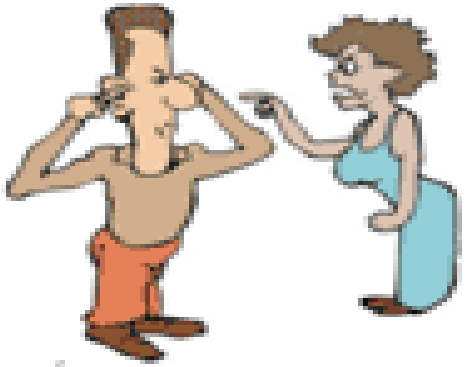
Phases of human response:

4- contentment

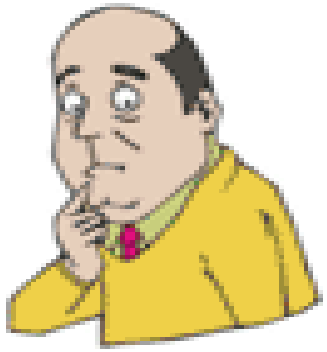
3- renewal



1- denial



2- confusion



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Resistance to change could be constructive through:

- 1- Creating a balance between change & stability.
- 2- Drawing attention to aspects of change that may be wrong.

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Resistance to change could be constructive through (Cont.):

- 3- *O*ffering energy necessary to implement the change process.
- 4- Encouraging the search for alternative methods & outcomes: it becomes a source for innovation.

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Minimizing Resistance to change:

- Explaining the need in advance.
- Explaining the benefits of the change to the individual and group.
- Establishing a receptive frame of mind.

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Minimizing Resistance to change (Cont.):

- Changing systems rather than people.
- Breaking down old ways by helping employees to internalize the problem and recognize the problem as their own.

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Minimizing Resistance to change (Cont.):

- Providing the training, advice, or equipment necessary to do things a new way.
- Creating an environment that constantly reinforces desired change.

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Finally, leaders must be persistent!

Culture takes a long time to change.

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THE AMERICAN UNIVERSITY IN CAIRO | SCHOOL OF BUSINESS

EXECUTIVE EDUCATION

Improving Medical Performance

(Healthcare Organizations as Complex Systems)

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Intended Learning Outputs

By the end of this session, participants should be able to:

- Identify & Recognize the value of having a systems perspective.
- Identify the benefits of systems thinking .
- Recognize the complex adaptive systems (CAS).
- Identify different frameworks for Studying Healthcare Systems:
  - Avedis Donabedian Framework&
  - The Malcolm Baldrige Award Framework

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Healthcare Organizations as Complex Systems

A. Definition and Importance

- A system is,

"a regularly interacting or interdependent group of items forming a unified whole"

- The value of having a systems perspective

is that "systems thinking" is a discipline for seeing wholes. It is a framework for seeing interrelationships, rather than things; **for seeing patterns of change rather than static "snapshots"**

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Benefits of systems thinking :

1. Aiding in identifying and understanding the **"big picture"**
2. Facilitating the identification of major components
3. Identifying important relationships and providing proper perspective
4. Avoiding excessive attention to a single part
5. Allowing for a broad scope solution
6. Fostering integration
7. Providing a basis for redesign

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complex adaptive systems (CAS)

- Complex implies diversity—a wide variety of elements.
- Adaptive suggests the capacity to alter or change—the ability to learn
- A system is a set of connected or interdependent things

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Frameworks for Studying Healthcare Systems

- A variety of systems models exist.
- "The model that the manager selects is less important than how he or she uses it to begin recognizing, understanding, and anticipating how the parts of the systems interact as a whole"

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Frameworks for Studying Healthcare Systems

1- Avedis Donabedian Framework:

- He is credited as being the founder of the quality assurance field.
- As a researcher and physician at the University of Michigan, he developed a theoretical framework for patient care evaluation .
- The model describes the importance of relating healthcare structures and processes to how clients actually fared because of their care.

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1- Avedis Donabedian Framework(Cont.):

- Structures are the resources available for care delivery, whereas
- processes involve the care (how patients were diagnosed and treated).
- Outcomes include the results of that care (e.g., satisfaction, length and quality of life;

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2- The Malcolm Baldrige Award

- A second framework used to understand TQM and quality improvement (TQM/ QI) in complex systems is the Baldrige National Healthcare Criteria for Performance
- Excellence Framework depicted in Figure 2-2. The Baldrige Award was created in

1987, named for former U.S. Secretary of Commerce Malcolm Baldrige in tribute

to تكريما إلى his managerial ability.

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Informal assignment 6
(to be sent by MAIL ONLY+ Individual)

- Write shortly about :

- ✓ Define Six sigma
- ✓ Demonstrate the mail pillars of six sigma process philosophy
- ✓ How to calculate Sigma level
- ✓ How to calculate Standard deviation
- ✓ Types of variation

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